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- Brundtland Report, The World Commission on Environment and Development, 1987

- Physical sustainability
- Social sustainability
- Political sustainability
- Economic sustainability



1919	Henry Gantt advocated that companies should serve society
1949	HBR article recommends incorporating CSR in management education
1950s/1960s	Milton Friedman – “the proper social responsibility of business is to focus on wealth creation”
1972	First major UN conference on environmental issues
1990s	Introduction of Triple Bottom Line – Financial, Environmental and Social Performance
1995	World Business Council for Sustainable Development created
21 st C	Employees, particularly Gen Y, prefer working with ‘green’ companies
2008	Australian Government proposes Emissions Trading Scheme



- ETS
- Competing for scarce skilled human resources
- Competitive advantage
- Market forces



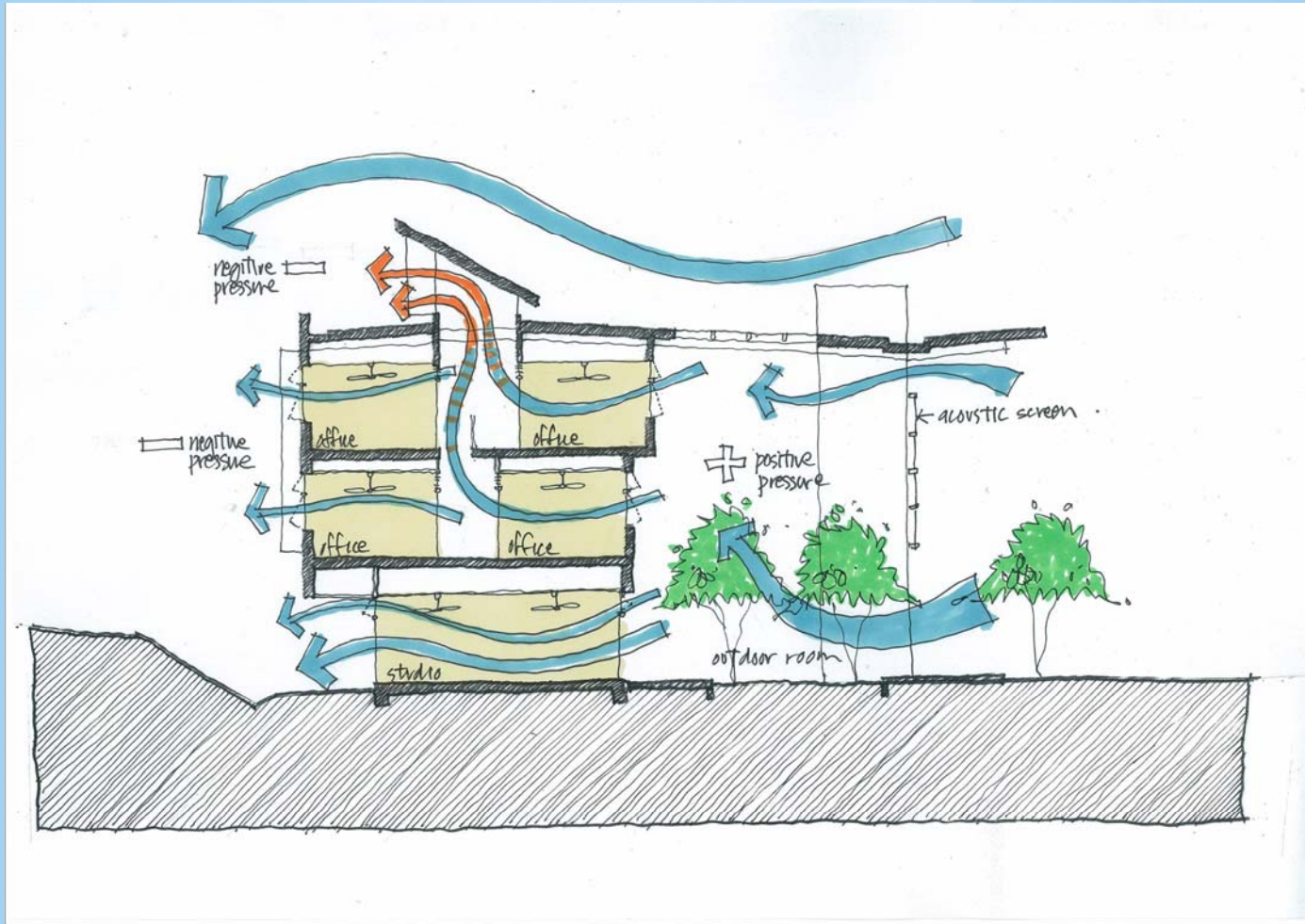
- Long term commitment to integration of sustainable development principles and practices
- Proactive approach began at project level
 - Now transitioning from a *“project based approach....to a strategic Group wide activities-focussed approach”*
- Sustainability policy states:
 - *“Decision making processes aim to effectively integrate both long and short term economic, environmental, social and equity considerations to promote sustainable outcomes across the Mirvac Group for the benefit of our Stakeholders and the broader community.”*

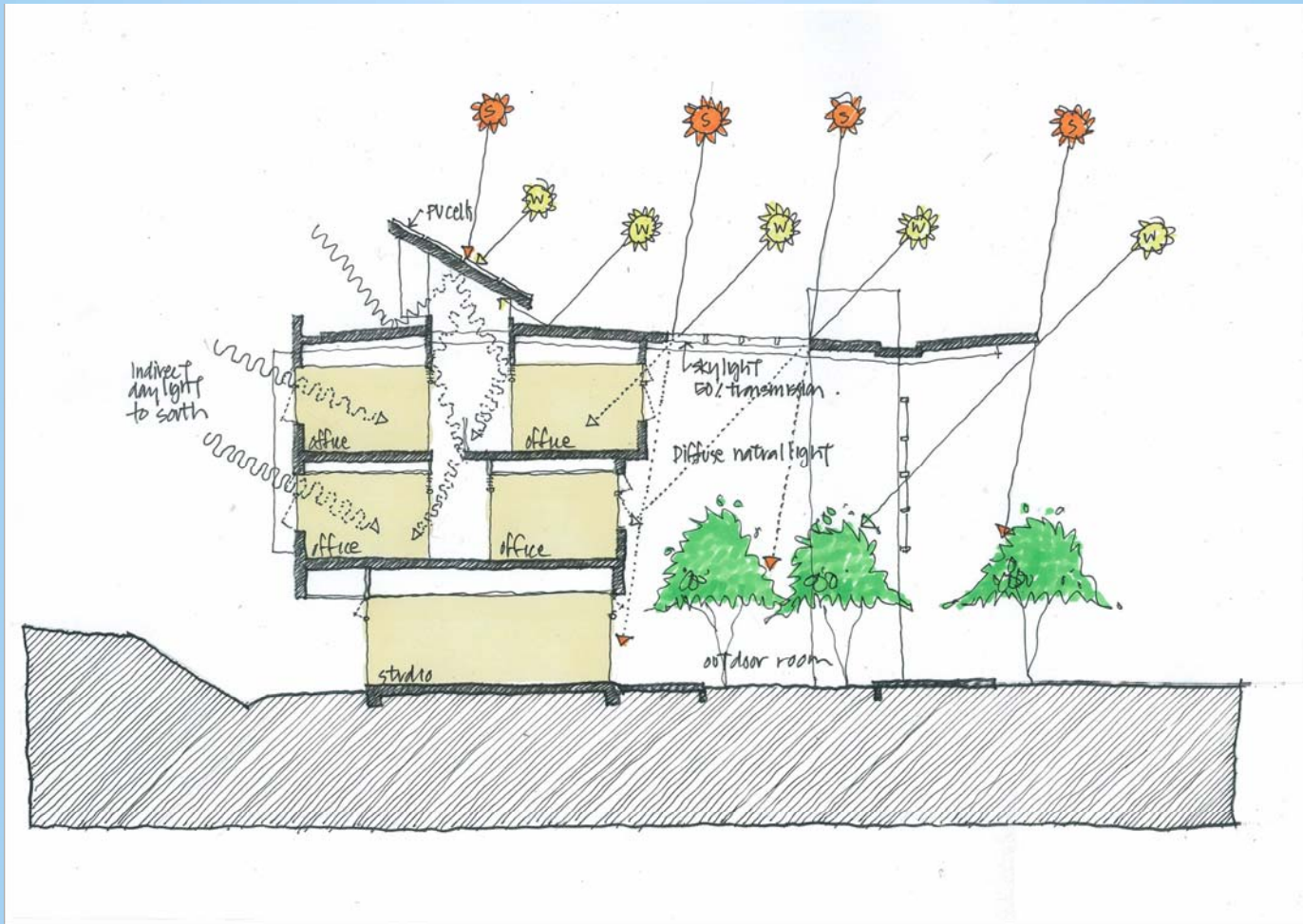


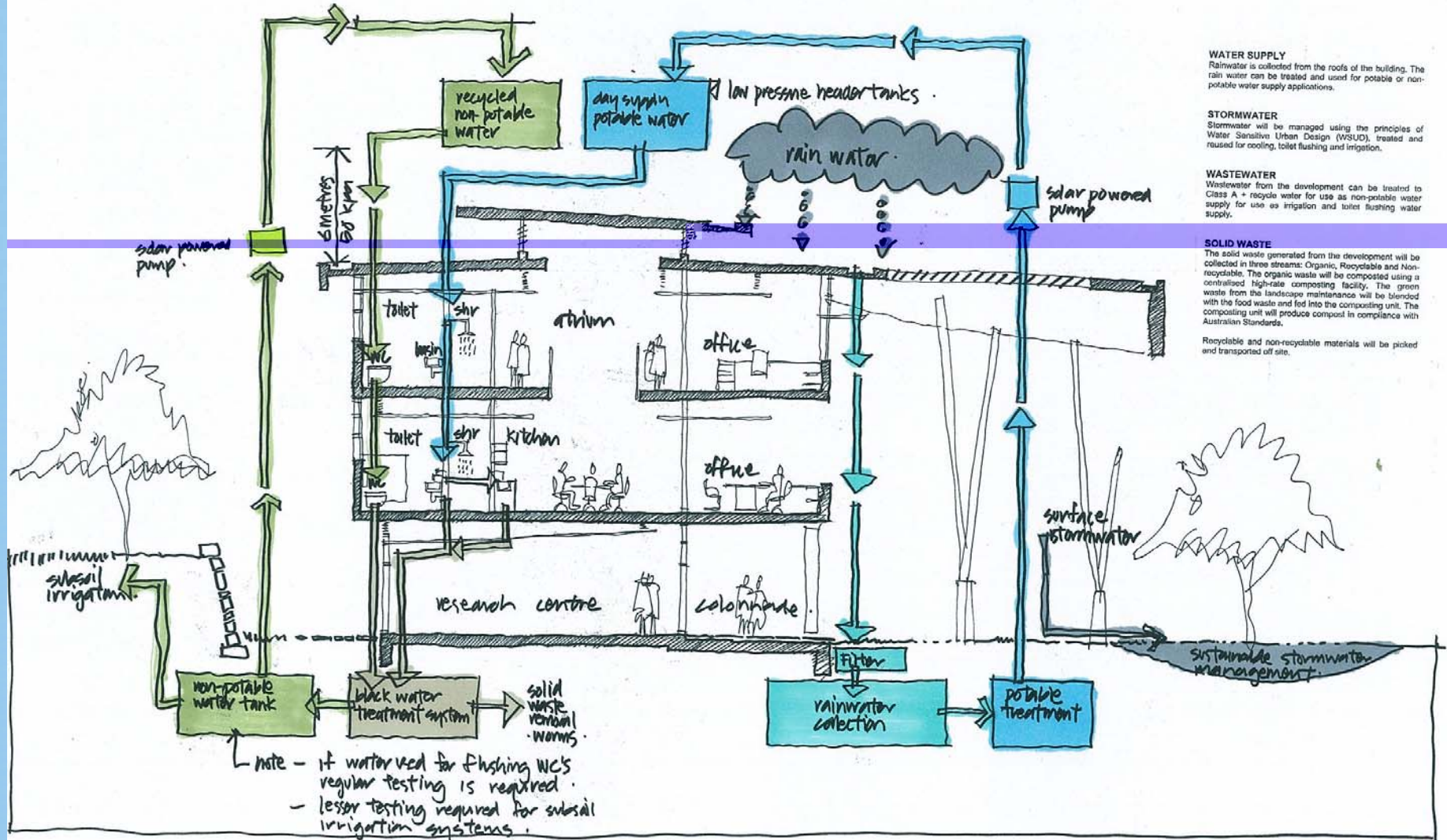
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ESC Lille 
OF MANAGEMENT - LILLE AND PARIS









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“...sustainability requires that we pay attention to the entire life cycles of our products and to the specific and changing needs of our customers”



Our journey
continues

SUSTAINABILITY REPORT 2007



This year we took an important step in our sustainability journey.

For Origin, sustainability is about how we distribute the value we create to our stakeholders, recognising the need to ensure the sustainability of our business, and its impact on the environment and the communities in which we operate.

This report, our sixth, sets out our commitment to continue to create value in a more sustainable way and to be at the forefront of sustainable practices.

Since our first sustainability report in 2002, we have had some major achievements in our journey and led community debate on the critical issue of climate change. In the past year, we have reviewed our approach to sustainability in line with the growth and development of our business.

We are making good progress but there is still much to do.

To our stakeholders,

In the year following Origin's formation in 2000, we established environmental, social and economic objectives that we believed were essential to ensure the sustainability of our business. We first reported our progress against these objectives in 2002 and have reported our continued progress in each subsequent year.

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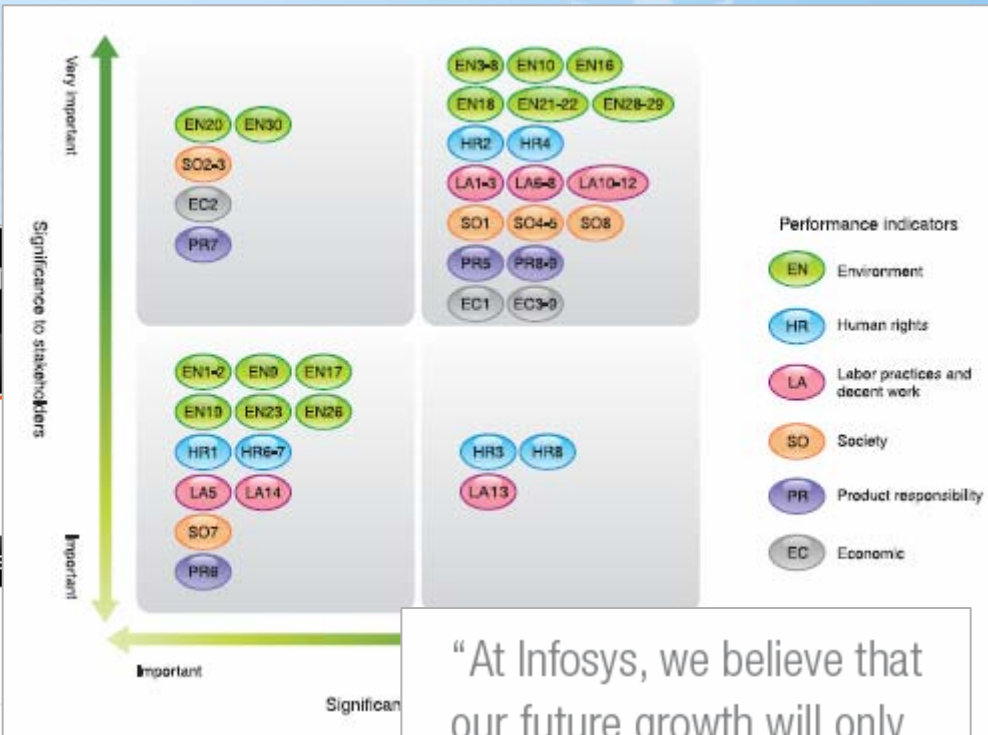
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Sustainability Report



Infosys publishes its first Sustainability Report



Infosys took a significant step in fostering sustainable growth by publishing its Sustainability Report. The Report discloses information on activities in economic, social and environmental areas, published annually, in accordance with the guidelines of the Global Reporting Initiative (GRI).

Nandan M. Nilekani, Co-Chairman, Infosys says, "At Infosys, we believe that our future growth will be viable and prosperous if we look at sustainability in all its dimensions - environmental, social and economic."

The Infosys Sustainability Report 2007-08 covers GRI parameters that impact business risk as well as stakeholders: Economic performance, innovation in offerings, people engagement and social responsibility initiatives.

The Infosys Sustainability Report is aligned with the GRI sustainability reporting guidelines and requirements of Application Level A+. The Report conforms to the principles of the UN Global Compact (UNGC), the world's largest global corporate citizenship initiative.

Infosys Sustainability Report 2007-08: [PDF](#) | [Flash](#)

"At Infosys, we believe that our future growth will only be viable and prosperous if we look at sustainability in all dimensions – environmental, social, political and economic. We are driven by a passion to be a good corporate citizen, and sustainability is at the core of our operations."



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“...if corporations are to achieve their sustainability goals, project leaders must contribute by looking beyond the short term and incorporating sustainable practices in the products they produce and the processes and practices they use to produce them”

- Elkington, 1994

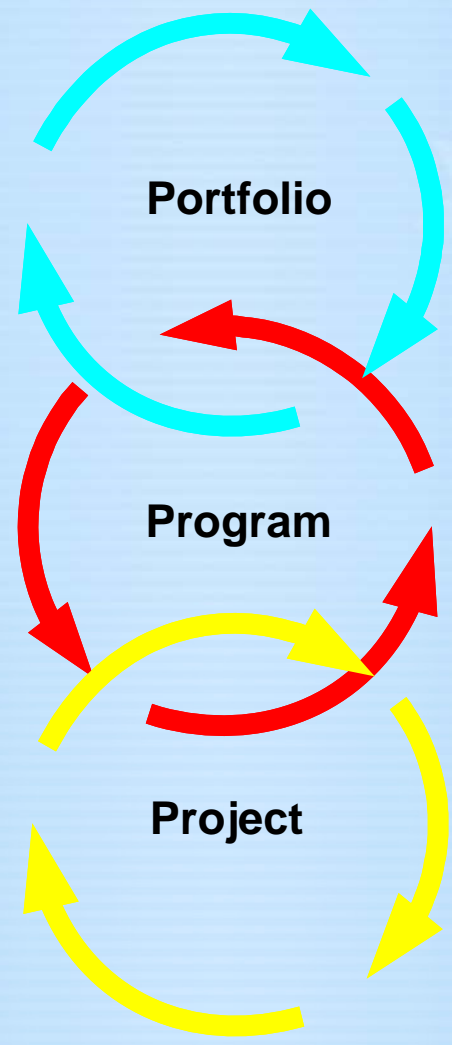


Sustainability isn't relevant to me
-My project isn't about sustainability
-Sustainability isn't in my scope
-It's not in the budget
-I have no control over those things

Providing data as required for Triple Bottom Line reporting and Sustainability Reports on request

I can make a contribution to sustainability in almost every aspect of the process and product of my projects

Taking a leadership role
Ensuring sustainability is considered in every decision and action on my projects



**Product
and
Process**



Across the full life cycle



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Project management is about
effective use of resources which is
fundamental to sustainability



- Prepare a Sustainability Report?
- Do Triple Bottom Line reporting?



- Use this to support sustainability sensitive decisions and recommendations



- Threats of increased costs if ETS is introduced
- Potential damage to reputation and ability to sell products / services
- Potential difficulty in employing staff

- Economic, social, political and environmental sustainability



- Rolls up to the public face of the business
- Provides evidence that the business is doing what it says its doing



- A multi-stakeholder collaboration to create and continuously improve a sustainability reporting framework
- Provides a useful guide to Project Managers on where to look to take action and measure performance

	Economic	Environmental	Social	Social: Human Rights	Social: Society	Social: Product Responsibility
Definition	Impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels	Impacts on living and non-living natural systems, including ecosystems, land, air, and water.	Impacts an organization has on the social systems within which it operates	Extent to which human rights are considered in investment and supplier/contractor selection practices	Impacts organizations have on the communities in which they operate, and disclosing how the risks that may arise from interactions with other social institutions are managed and mediated	Aspects of a reporting organization's products and services that directly affect customers, namely, health and safety, information and labeling, marketing, and privacy
Indicators	<ul style="list-style-type: none"> • Flow of capital among different stakeholders; • Main economic impacts of the organization throughout society. 	<ul style="list-style-type: none"> • Materials; • Energy; • Water; • Biodiversity; • Emissions, Effluents, and Waste; • Products and Services; • Compliance; • Transport; • Overall 	<ul style="list-style-type: none"> • Employment; • Labor/Management Relations; • Occupational Health and Safety; • Training and Education; • Diversity and Equal Opportunity. 	<ul style="list-style-type: none"> • Investment and Procurement Practices; • Non-discrimination; • Freedom of Association and Collective Bargaining; • Abolition of Child Labor; • Prevention of Forced and Compulsory Labor; • Complaints and Grievance Practices; • Security Practices; • Indigenous Rights. 	<ul style="list-style-type: none"> • Community; • Corruption; • Public Policy; • Anti-Competitive Behavior; • Compliance. 	<ul style="list-style-type: none"> • Customer Health and Safety; • Product and Service Labeling; • Marketing Communications; • Customer Privacy; • Compliance.



- Extend risk identification to include sustainability issues
- Consider sustainability in deciding on mitigation strategies



- Consider CSR and sustainability when identifying relevant stakeholders and evaluating their interests



- Engage client and other stakeholders in shared commitment to address sustainability



- Incorporate sustainability
- Encourage participatory planning



- Consider the corporate carbon footprint
- Procure resources and services from sources that demonstrate commitment to CSR and sustainability



- Consider workload and worklife balance of your project team
- Are team members developing knowledge and skills for future projects?
- Are you capturing and sharing knowledge with others and for future projects?



- Briefing at start of project
- Training in sustainability
- Acknowledge sustainability in meetings
- Build sustainability into project governance



Be a good role model



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